

MEMORANDUM FOR: Inspector General

THROUGH : Executive Director-Comptroller

SUBJECT : Employees' Biographic Profiles

REFERENCE : Memo for DD/S fr IG, dtd 21 Oct 64, same subject

1. The Director of Personnel, at my request, has studied your recommendation that an employee's performance record covering a span of 7 to 10 years be included as a part of the individual's Biographic Profile. In conducting this study, the Director of Personnel has taken into account increased cost factors as well as the use to which the Biographic Profile is put by Career Service Boards and Panels in the separate Directorates.

2. As you know, the Biographic Profile was designed by the CDA Career Council in 1956 to provide Agency career planners with a short, vivid biography briefly outlining the most outstanding characteristics of an employee with a summary of his Agency experience. The Biographic Profile was never intended to reflect a complete record of an employee's career; there is no doubt that serious inequities would result if Personnel Actions were based solely on information contained in the Profile. The summarization of job performance indicated in Part 2 of the Profile was deliberately restricted to the two most recent Fitness Reports.

3. Career Management Officers in the four Directorates have indicated that the Biographic Profile currently in use is a valuable screening device. These officers have made it quite clear that when a final decision is to be made regarding a proposed Personnel Action, be it promotion, reassignment, selection for training, or some other significant decision affecting the career of an employee, they turn to the Personnel Folder for a thorough review of the entire record. In most Career Boards and Panels, members make use of the Biographic Profile as a briefing sheet; the Board is provided with the complete service record by its Career Management Officer and Official Personnel Files are available for additional study.

4. Last year, the Office of Personnel provided various Career Service Panels with Biographic Profiles on   employees with Fitness Reports covering the last two years added; this amounted to some 60,672 separate papers which had to be produced. If performance ratings covering a 7 to 10-year period had been added to those already provided, the number of pages reproduced would have approximated 503,000. Career Management Officers have stated that this will involve simply too much paper.

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5. Production costs of the 30,672 pages mentioned above amounted to \$11,089.45. The reproduction of additional Fitness Reports would have raised the cost to over \$19,000.00.

6. To estimate the cost to the various Career Service Panels to reproduce sufficient documents for each Panel member to have one copy of each document, it would be necessary to multiply the projected cost figures by the number of members serving on each Panel. From information furnished by the various Panels, the composition of the Panels vary, but it is apparent that this would involve 7,000,000 additional pages.

7. With the assurances received by the Director of Personnel that important career decisions are not being made on the sole evidence of the Biographic Profile as it is currently used and with a view towards the costs involved in reproducing sufficient Fitness Reports to cover a span of 7 to 10 years, it would appear that current practices are acceptable and economical. It would be appreciated, therefore, if you would review your recommendation in the light of this additional information.

/s/ L. K. White

L. K. White  
Deputy Director  
for Support

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ORIGINATOR:

OP/POD/ [ ] (18 Nov 64)

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Director of Personnel

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## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

Inspector General

EXTENSION

NO.

DATE

21 October 1964

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. Executive Director  
7-D-59

23 Oct LBK

2. Deputy Director for  
Support  
7D18

30 Oct RHW

3. Director of Personnel  
5E56 Hqs

RHW

2 to 3:

Please prepare a response.

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RHW

FORM  
3-62

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DD / S R E G I S T R Y

F I L E

*Personnel 14*

21 OCT 1964

MEMORANDUM FOR: Deputy Director for Support  
THROUGH : Executive Director  
SUBJECT : Employees' Biographic Profiles

1. It has come to my attention that an employee's Biographic Profile does not reflect a complete record of an employee's career. Section 23 of Part 2 of the Biographic Profile records only "summaries of evaluative reports for the past two years." I understand that it is now the practice to attach copies of fitness reports covering a two-year period rather than perform the time-consuming task of summarizing an employee's record.

2. It would appear to me that if only the most recent performance records are made a part of the Profile that serious inequities may result when personnel actions are recommended by, for example, promotion panels, who do not have the opportunity or the time to read the entire file and reach conclusions from a reading of the Biographic Profile alone. The possibility that the most recent performance reports may reflect either the high or the low extreme of an individual's career, and that he may either be promoted, reassigned or passed over on the basis of these without a full review of his entire career, cannot be overlooked. I would agree that prior to any definite assignment that the entire file would probably be read. The fact remains, however, that a negative decision may be reached on the reading of the Biographic Profile alone.

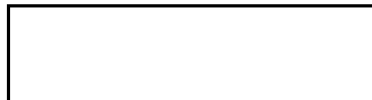
3. I recognize that when summaries were being made of an individual's fitness reports for the Biographic Profile, it would have been a time-consuming task to summarize accurately a person's entire career. However, since the procedure now is to only make machine copies of the two most recent reports, it would seem that with very little additional effort copies could be made of fitness reports covering, for example,

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ten years of an employee's career. This would preclude conclusions being reached from a reading of two fitness reports which probably reflect the performance in only one job assignment and under one supervisor.

4. It is recommended that an employee's performance record over a period of 7-10 years be included in his Biographic Profile.



J. S. Earman  
Inspector General

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DD/S Distribution:

✓ Orig - DD/S Subject

1 - D/Pers

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TRANSMITTAL SLIP			23 November 1964
TO:			
Colonel White (via Mr. <del>Banner</del> <i>[Signature]</i> )			
ROOM NO.	BUILDING		
REMARKS:			
Recommend your signature.			
VT VRT <i>A good hater/ [Signature]</i>			
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